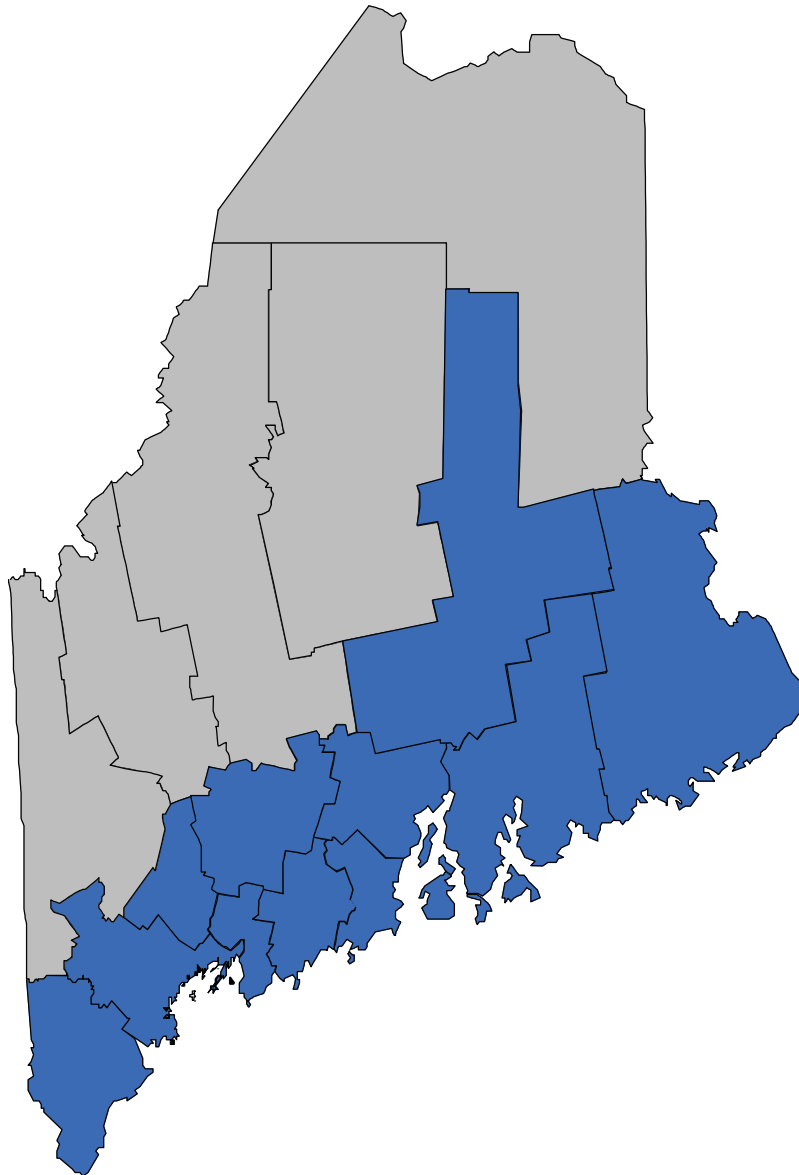




A Partnership to
Transform the
Workforce and Economy
of Coastal Maine

October 7, 2009
The Commencement of NSAI

“Maine’s North Star Alliance is an industry focused economic development initiative devised to drive business and create jobs in coastal Maine. The initiative includes business, R&D, education, and workforce development centered on Maine’s boat building, marine trades, and composites industries.”



The region served under the NSAI grant covers twelve of Maine’s sixteen counties and includes York, Cumberland, Sagadahoc, Lincoln, Knox, Hancock, Waldo, Washington, Androscoggin, Kennebec, Penobscot, and Piscataquis. These counties contain the greatest concentration of the targeted NSAI cluster companies in addition to representing those communities projected to be the most impacted by the pending closure of the Brunswick Naval Air Station.

On February 1, 2006 The State of Maine was awarded one of 13 “first generation” grants from the United States Department of Labor, Employment and Training Administration under a newly created initiative entitled Workforce Innovation in Regional Economic Development (aka WIRED). The WIRED program was a major component of then President George W. Bush’s broader American Competitiveness Initiative and was developed to address the national challenge of global competition. The goal of WIRED was to transform regional economies by enlisting the skills of the numerous and varied players in those economies to research and produce long-term strategic plans that would prepare workers for high-skill, high-wage opportunities in the immediate future and coming decade.

Heralded as the first of its kind the WIRED program focused on the role of talent development in driving regional economic competitiveness, increased job growth and new opportunities for American workers. Specifically the federal initiative focused on labor market areas that were comprised of multiple jurisdictions within state or across state borders and supported innovative approaches to education and workforce development that went beyond traditional strategies preparing workers to compete and succeed both within the United States and worldwide. Since February 2006, USDOL ETA has awarded three separate rounds of WIRED funding to a total of 39 recipients nationwide.

Maine’s three year award totaling \$14.4M for its proposal entitled “**North Star Alliance Initiative**” (later receiving a no cost fourth year extension) was granted for both the challenges stated in its WIRED application; the continued loss of several major employers in the coastal region, downsizing in others and the impending closure of the Brunswick Naval Air Station, as well as the noted strengths; a solid display of existing state and regional partnerships and the identification of sustainable industry sectors with high growth potential, those being boat building, marine trades, and composites.

This brochure presents a modified summary of this project and acknowledges the collaboration that continues to grow the success of the NSAI grant.

THE GOALS OF MAINE’S NORTH STAR ALLIANCE INITIATIVE

- Create high quality, skilled jobs that support the competitiveness of the targeted industries, the income of Maine workers, and a return for the public investment.
- Expand current markets and develop new ones so that the boat building, composites, and marine trades industries achieve global industry leadership.
- Transform and build upon the capacity of the public system to nimbly and flexibly support competitive boat building, composites, and marine trade industries that are looking to expand capacity, create and/or improve their workforce, and/or take their technology to the next level.
- Through advanced training opportunities build on the willingness, ability and skill sets of both the current and future workforce.
- Ensure that the economic development delivery model is sustainable and can be replicated for other targeted industries and regions.
- Catalyze innovation through research, development and workforce preparedness that will sustain and improve the global competitiveness of Maine’s boatbuilding, composites and marine trades industry.

One of the unique aspects of the NSAI grant is the outline of the partnership. The collaborating stakeholders represent a selection of public and private agencies, three state departments as well as the governor’s office, industry, the community college, and the university system. The governing structure is democratic and flat and decisions made by consensus with the roles and responsibilities of each partner being developed and approved by group participation. An **Organizational Chart** is presented on the following page illustrating the flow of activity and communications. Additionally and in order to operate in a fair and transparent environment a conflict of interest policy, a public relations policy and an unsolicited proposal policy were crafted and approved and posted on the grant’s Website.

To achieve its six defined goals, the NSAI devised a multi-faceted strategic approach. Dubbed the “**Four Pillars of Economic Development**” the first strategy focused on building capacity and addressing gaps in what were identified as the major components of growth: workforce development, research and development, market development, and capitalization and infrastructure. As illustrated in the Organizational Chart each of these components became named pillars, each with a manager and an advisory board. The goals and achievements of each of these pillars executed under the identified pillar manager follow in this brochure.

Instrumental to the success of the grant were the partnerships forged with each of Maine’s four **Local Workforce Investment Boards**. The LWIBS operate as an important portal to the targeted region providing support and access to the individual companies that make up the cluster as well as administering workforce development programs and services that perform in conjunction with NSAI. The LWIBS as valued colleagues also serve(d) as host agencies to NSAI’s Industry Liaisons, positions created to serve as NSAI front line program deliverers while providing increased capacity to the LWIBs. Prior to and continuing through their engagement, the Liaisons receive(d) oversight and direction from the Workforce Pillar manager including how to also engage and collaborate with local, regional and state economic and community development staff. The Industry Liaisons are an active example of a component of the WIRED service delivery transformation model. A profile of each of the four LWIBS follows in this brochure. Those individuals that serve(d) as NSAI Industry Liaisons are listed in the **Partner Roll Call** section.

Another unique aspect of NSAI is the strategy of employing “**Industry at the Table**”. Specifically, industry representation continues to be engaged throughout the life of the grant providing detailed input and guidance as programs and policies were and are crafted and exact training identified, procured and made available. With industry participation, the grant was able to further advance recent research and development successes in composite and advanced material technologies as well. Towards this end and most prevalent is the active participation by the three industry associations whose membership comprises the targeted cluster. **Maine Built Boats, Maine Composites Alliance**, and the **Maine Marine Trades Association** are all represented on the NSAI Executive Committee as well as on the individual pillar advisory boards. The executive director of MMTA also serves in the position of NSAI Executive Committee Co-Chair. A profile of each of these organizations follows in this brochure.

NSAI also contracted for the position of Industry Association Coordinator. This individual was charged with providing instruction to the NSAI field liaisons in order to best serve industry, researching for market trends and opportunities, filling in communication gaps, and advising the NSAI Executive Committee Co-Chairs as needed. This position also served on the Executive Committee as well as on each of the four pillar advisory boards. This representation strategy combined with the Industry Liaison positions and coupled with individual company participation ensures that the grant is talking and listening to the targeted cluster, be it through advisory board involvement, personal site visits, regional round table discussions, or by annual conference attendance.

In order to make the identified training more readily available to the targeted sector, NSAI took two parallel tracks. First working directly with existing training venues NSAI provided funding support for curriculum development and student tuition as well as for the purchase of appropriate supplies and training equipment. Collaboration with both **The Landing School** and **The Boat School-Husson University** allowed for further advancement and customization of programs while making attendance more affordable. This collaborative model was also repeated on several community college and private educational campuses in Maine. A profile on both The Landing School and The Boat School follows in this brochure.

The second parallel track was the establishment of two bricks-and-mortar training facilities. The **Maine Advanced Technology Center** in Brunswick operating as a satellite campus of Southern Maine Community College and the **Marine Systems Training Center** in Thomaston originally established under the auspices of Eastern Maine Development Corporation were the result of mutual collaborations involving NSAI; the MATC with the Town of Brunswick, Coastal Counties Workforce Inc., the Landing School, and the AEWC Advanced Structures and Composites Center UMO; and the MSTC, with MMTA and the Town of Thomaston. The MATC continues to provide a central location for obtaining an array of composite related course material for the advancement of individuals, industry and Maine’s educators. The MSTC affords a site for the presentation of much desired instruction provided by Maine trainers as well as professional certifications and industry specific vendors decreasing out of state travel time and associated costs previously necessary in order to obtain advanced training.

Without the collaboration of several key commercial trainers who also served in a technical advisory position, NSAI would not have realized the rapid overall growth and increased capacity of its customized composites curriculum. Pivotal to these developments **ACSM, Inc., DBA GRPguru, the American Boat and Yacht Council, and the American Composites Manufacturers Association** continue to be instrumental in enhancing the skill sets of Maine's composite workforce and have opened the door to making Maine a composite training destination for both domestic and international companies. A profile on each of these invaluable resources follows.

As cluster based development activities surrounding NSAI's industry support model become more routine, staff attention continues to move more towards the overall regional transformation aspect of WIRED. In the last months heading to the January 31, 2010 grant end date collaborative activities between the NSAI grant, the Maine Department of Labor's Center for Workforce Research and Information and test host site Eastern Maine Development Corporation have been accelerated. At the core of this movement is the advancement of a regional delivery system supported by research driven strategies and including elements of cross training and communications between economic and workforce development. It is planned that EMDC will offer itself statewide as a training incubator in the near future once this system has been better defined.

The following is representative of NSAI funds and supported activities expended and completed as of the last reported quarter ending June 30, 2009. As the grant approaches its termination date these numbers will continue to be updated and expanded as still active contracts and a number of new training activities just now going under contract are completed and closed:

- 281 = number of Maine companies served
- 113 = number of secondary and post secondary instructors trained in national certifications for new manufacturing technologies
- 1,437 = total number of incumbent, new hire, dislocated, new labor force entrants trained
- \$300,000 = total scholarships awarded Maine students attending degree/diploma programs
- \$240,000 = NSAI initial investment into both the MATC and the MSTC
- \$300,000 = capital equipment purchased to support training at the MATC
- \$597,195 = NSAI investment into workforce development associated with R&D technology advancement
- \$1,661,905 = dollar amount invested in incumbent and new worker training

NSAI funds were also invested in the creation of training products identified as essential to the success of the grant. These products are the property of USDOL ETA but will be retained by the State of Maine for future applications. A sampling includes:

- "A Future in Composites" instructional CD targeted at students considering a career in composites.
- A customized inventory of curriculum initiated and implemented:
 - Introduction to Composites
 - Vacuum Infusion Process Certification
 - Competency-Based Apprenticeship Program
 - Associate Degree Maintenance Technician Program
 - Master Composite Technician Course
 - Train the Trainer

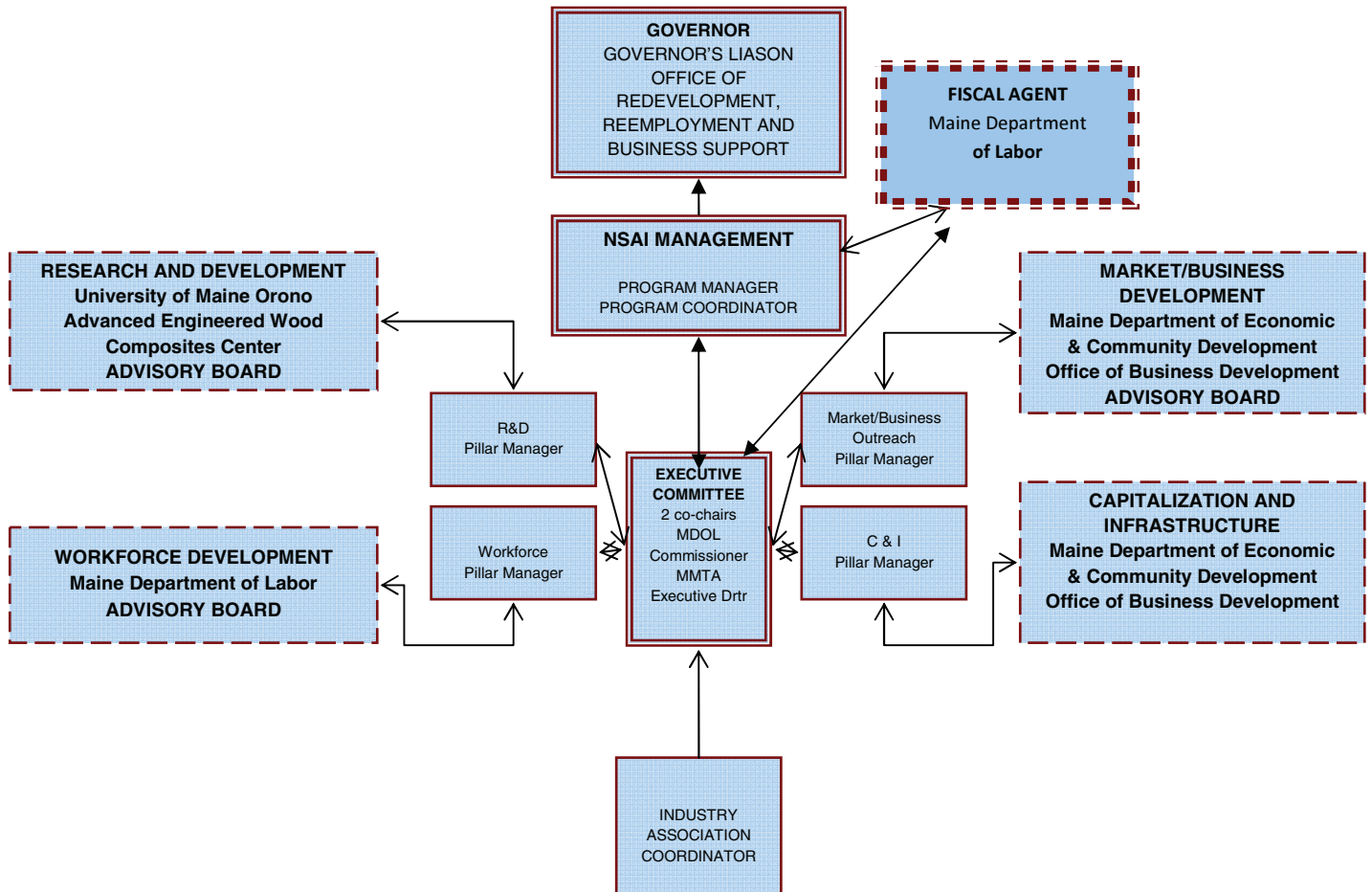
Also reported for the quarter ending June 30, 2009 an additional total of \$50,627,000 has been leveraged in conjunction with NSAI investments or invested directly into the NSAI cluster:

- \$20,760,000 = additional federal investment into NSAI cluster R&D activity
- \$ 8,992,000 = additional state investment into NSAI cluster R&D activity awarded through the Maine Technology Institute
- \$17,159,000 = non government investment/match into NSAI cluster R&D activity as reported by the Maine Technology Institute
- \$ 3,716,000 = private industry/individual match to NSAI training funds invested

Maine's North Star Alliance Initiative

USDOL WIRED Grant

Organizational Chart



The NSAI grant was originally administered by a 30 person Steering Committee. For the sake of efficiency and in order to engage individuals within activities that best utilized their expertise and interests, this committee was restructured into a streamlined Executive Committee with representation from the governor's office and the three state agencies of education, labor, and economic and community development, the four pillars, the industry associations representing the private sector, regional workforce boards, as well as the university and the community college system. The remaining original Steering Committee members were encouraged to actively participate in one or more of the four pillars in which the day-to-day work of the grant is developed and carried out.

The profile of the individuals that make up the Executive Committee and the four pillar advisory boards are as varied and unique as the industry cluster they support. The names of these people as well as the other persons that have dedicated time and talents to the continuing success of the NSAI grant are listed in the section entitled **"Partner Roll Call"** at the end of this brochure.

CAPITALIZATION AND INFRASTRUCTURE PILLAR**James F. Nimon, Director, Office of Business Development******Maine Department of Economic and Community Development**

In his position at DECD Jim led a statewide business development staff and managed resources for the state office responsible for encouraging and facilitating business start-up, growth, and retention. Prior to this he held the position of Director of Tax Incentives. Previous work experience includes management positions with the Maine Department of Labor directing workforce development programs, and the Finance Authority of Maine managing business finance programs. Jim holds a bachelor's degree in Political Science from the University of Maine. This pillar management position was not funded by the grant and any time contribution was extended on a voluntary basis in addition to Jim's regularly scheduled work week.

The Capitalization and Infrastructure Pillar resides within the Department of Economic and Community Development, Office of Business Development. DECD is the umbrella organization for business development, tourism, community development, innovation, film and international trade for the State of Maine.

CAPITALIZATION AND INFRASTRUCTURE PILLAR GOALS

- Provide access to funds to support workforce development associated with research and development activities in conjunction with the identification and development of prospective products and technologies.
- Convene public and private investment partners to develop a low-interest, patient capital loan program to be administered through or with the assistance of the pillar advisory board.
- Move towards the identification of a collaborative model through which companies from within the targeted sector can access affordable working waterfront property.
- Customize and deliver management training to strengthen the viability and sustainability of small and growing companies.

CAPITALIZATION AND INFRASTRUCTURE PILLAR ACCOMPLISHMENTS

- Facilitated the "Blaine House Bankers Luncheon" at which senior staff from 12 of Maine's leading commercial lenders met with Governor John E. Baldacci and industry representatives to evaluate the financial needs of the NSAI cluster.
- In partnership with the Maine Technology Institute provided financial support for workforce development initiatives associated with four advanced technology projects.
- In conjunction with the Small Business Development and Technology Center provided customized, one-on-one management instruction.
- Funded three separate training seminars directed at senior management and based on the internationally acclaimed Stephen R. Covey "7 Habits" series, which was customized to the needs of the NSAI cluster.
- In partnership with the NSAI Workforce Development Pillar and Eastern Maine Development Corporation established the Marine Systems Training Center.
- In collaboration with the Midcoast Business Development Corporation crafted a test pilot transformational model in which high growth clusters can be identified and supported by regional stakeholders and that can be utilized statewide.
- In partnership with the Maine International Trade Center provided educational instruction on how to prepare for the global trade missions.
- In partnership with Coastal Enterprises Inc. provided training to start up companies through a virtual Website "classroom" on how to utilize the Web.
- Supported Coastal Enterprises Inc. as the organization worked with members of the NSAI cluster in utilizing the CEI Working Waterfront Program.
- Contracted for the research and subsequent analysis of data for a proposed patient capital loan program.

CAPITALIZATION AND INFRASTRUCTURE PILLAR PERSPECTIVE

"The Capital Pillar provided a forum for key leaders in targeted private sector companies to meet regularly with public sector policy-makers in order to identify and articulate industry needs and match them with the financial and technical support made available through the North Star Alliance Initiative. The dedication, professionalism and entrepreneurial spirit of the business members who attended and contributed mightily to the betterment of the industry cluster made us proud to be associated with their efforts." (Jim Nimon)

**Jim now serves as Senior Economic Advisor for Governor Baldacci's Administration and advises on economic development issues with a primary focus on the Base Realignment and Closure activities at Brunswick Naval Air Station. In addition, Nimon has policy responsibilities for economic and community development, business finance, workforce development, and housing as well as serves as the governor's liaison to the NSAI grant.

MARKET/BUSINESS DEVELOPMENT PILLAR**Elaine Scott, Marketing/Communications Director****Maine Department of Economic and Community Development**

Elaine has been with DECD for the past five years in the role of positioning Maine as a great place to live, work and vacation. Previous work experience includes marketing and brand development in the private sector for national consumer and business-to-business products. Elaine holds a bachelor's degree in Marketing and International Business from Miami University, Oxford, Ohio. This pillar management position was not funded by the grant and Elaine's time contribution was extended on a voluntary basis and was in addition to her regularly scheduled work week.

The Market/Business Development Pillar resides within the Department of Economic and Community Development, Office of Business Development. DECD is the umbrella organization for business development, tourism, community development, innovation, film and international trade for the State of Maine.

MARKET/BUSINESS DEVELOPMENT PILLAR GOALS

- Establish a Maine brand for boat building.
- Expand Maine presence at international boat and composite trade shows.
- Plan and execute Maine based promotional events.

MARKET/BUSINESS DEVELOPMENT PILLAR ACCOMPLISHMENTS

Due to the USDOL ETA mandated H1B funding restrictions placed on the NSAI grant after it was awarded the State of Maine, this pillar was challenged with carrying out its goals due to the budget decrease brought on by these federal spending constraints. However, with the combined financial support of its host agency DECD, this pillar was able to accomplish the following activities successfully:

- Conducted four, day long marketing training events at which a total of 100 companies received customized training from national experts on such topics as website design, dealing with the media, and reaching & responding to global markets.
- Developed the Maine Marine Career Website in collaboration with the Maine Marine Trades Association which was established to appeal to Maine youth and encourage them to consider careers within the NSAI targeted cluster.
- Launched a national market outreach campaign creating over 20 million impressions for Maine's marine industry.
- Attended boat shows domestically and abroad to market Maine's boat building industry to a global audience thus driving demand for product and the advanced training needs that follow increased production.

MARKET/BUSINESS DEVELOPMENT PILLAR PERSPECTIVE

"The NSAI (or WIRED Grant) helped the state of Maine focus on growing one of its most important traditional industries -- boat building. Over 400 hundred years ago, ships and boats were being built along our coast and trade was occurring in the Far East and other places in the world. Our maritime heritage and knowledge of the sea is exceptional. The grant has allowed us to assist this industry and focus on transforming it for growth in for the 21st Century through new technologies that strengthen and expand Maine's boat building, composites and marine trades industries. It has helped us to identify our competitive advantage, focus our efforts."

"In terms of growing our economy and creating jobs, we have been able to identify new applications and industries that fit our current skill set and capabilities like renewable energy. The grant has helped ensure Maine maintains its competitive advantage in boat building, composites and marine trades sectors. And finally, we were able to market our products and knowledge to a global audience that may not have been aware of what Maine has to offer." (Elaine Scott)

RESEARCH AND DEVELOPMENT PILLAR

Robert Lindyberg, PhD, P.E., Assistant Director for Boat Building and Composites

AEWC Advanced Structures and Composites Center

University of Maine Orono

Dr. Lindyberg has been at the AEW Center since 1995, and is currently the Assistant Director for Boatbuilding and Composites, charged with coordinating and growing the marine-related composites R&D with industry clients. In this position, Dr. Lindyberg is either the project manager or a major collaborator for over \$20 million worth of funded research and technical service projects at the AEW Center. In this role, Dr. Lindyberg manages projects ranging from the research and commercialization of AEW-developed wood-composite products, to the design and construction of the Mk V.1 high-speed composite boat for the US Navy SEALs. Bob received his Ph.D. in Civil/Structural Engineering from the University of Maine as well as a bachelor's degree in Civil Engineering from Union College, Schenectady, New York. This pillar management position is grant funded.

The AEW Center is 48,000 ft² ISO 17025 accredited, world-leading facility with ten integrated laboratories under one roof. The Center houses laboratories for composite materials manufacturing science, resin infusion, polymer/interface science, environmental-durability testing, mechanical testing, nondestructive evaluation (NDE), advanced microscopy, and large-scale multi degree-of-freedom static and dynamic structural testing. The Center also houses two pilot plants: a Composites Extrusion Pilot Plant and a Strand Composites Pilot Plant.

RESEARCH AND DEVELOPMENT PILLAR GOALS

- Identify and prioritize new industry-based research initiatives, leveraging existing R&D resources and increasing Maine's industry-focused R&D workforce.

RESEARCH AND DEVELOPMENT PILLAR ACCOMPLISHMENTS

- Established an industry advisory board for research & development.
- Developed a comprehensive industry-directed plan for composites research and development.
- Secured more than \$10 million in additional federal grants for the Center.
- Assisted in securing more than \$10 million in additional federal grants for companies within the NSAI cluster.
- Secured \$5 million in funding from the state of Maine to fund an expansion of the AEW Center to fabricate and test large scale wind blades and wind energy components.
- Developed a 15-year strategy to develop offshore wind energy in Maine, which will create thousands of new jobs and help Maine attain energy independence and security.
- Produced "Quality Control and Quality Assurance Methods for Resin Infusion" curriculum.
- Linked companies performing R&D with the Center to economic development resources.

RESEARCH AND DEVELOPMENT PILLAR PERSPECTIVE

"The North Star Alliance Initiative has provided an opportunity to pool the many great resources within our state to achieve results that far exceeded what we could have done as individuals. As a result, new opportunities, products, technologies, partnerships, and friendships have developed and the momentum will surely continue as we move beyond this grant. I am personally grateful since this program provided a means for me to return to Maine and use my skills in so many interesting ways to help advance the composites industry in Maine." (Jake Marquis, Senior Research Engineer)

WORKFORCE DEVELOPMENT PILLAR

Ginny Carroll, Workforce Program Director

Maine Department of Labor

Ginny has worked within Maine's Workforce Development System the last 18 years in a number of capacities. Positions held include BRAC Liaison to the Governor's Office, Rapid Response Director, Business Assistance Lead, and Employment and Training Specialist. Previous work experience includes education, investment banking, and private sector business management. Ginny holds a bachelor's degree in English from the University of Maine. This pillar management position is grant funded.

The Workforce Development Pillar resides within the Maine Department of Labor-Bureau of Employment Services, the grant initiator and fiscal agent for NSAI. MDOL is a multi-pronged agency that delivers and/or oversees a multitude of state and federal services as well as workforce development.

The Workforce Pillar Advisory Board membership has changed over time eventually evolving into numerous subcommittees including Apprenticeship, Business Visitation Program, K-12 Outreach, Marine Systems Training Center, NSAI Apprenticeship, Policy/Oversight, Building Bridges Program, and Integrated Service Approach. The Workforce Pillar is cross represented on both the Research & Development and the Capitalization & Infrastructure pillars.

WORKFORCE DEVELOPMENT PILLAR GOALS

- Reinforce MBB quality brand by ensuring workforce can access training that will result in attainment of national and international industry credentials and ensure Maine training providers can offer training that will lead to the above.
- Articulate Career and Skill Attainment Pathways to guide workforce members both within and considering entry into the industry.
- Support development of new and expanded curricula in partnership with educators and industry that will enable workforce to utilize the latest innovations in composite manufacture and repair.
- Reach out to K-12 students and teachers re: industry skills/opportunities and draw future workers to the industry.
- Increase awareness of the value of and expand access to Life Long Learning resources.
- Reconfigure Apprenticeship to better meet industry and workforce needs.
- Improve the access to related instruction for Industry Apprentices through Journey Person upgrade, Train-the-Trainer courses and instructor training (in-house, secondary and post secondary instructors).
- Establish relationships among and between Education, Economic Development, R&D, and Workforce Development partners toward an integrated approach to regional development and a more focused investment of public and private resources.
- Articulate a replicable integrated service model whereby regional service providers collaborate in response to industry and workforce needs, in order to better align resources toward regional or cluster development of high growth industries.
- Provide information and training to CareerCenter system regarding service integration approaches and high growth industry focused approaches to workforce development.
- Assist industry associations to broker workforce services as a critical component of industry development.

WORKFORCE PILLAR ACCOMPLISHMENTS

- Instituted numerous industry training programs for both incumbent, new and prospective workforce members.
- Instituted integrated approaches to development of industry specific training responses.
- Invested in development of significant, additional, industry-specific training capacity across the state.
- In partnership with the Maine Apprenticeship Council established approval of instruction tuition reimbursement for non-credit courses that result in attainment of National Industry Certifications.
- In partnership with the Maine Marine Trades Association and the Maine Apprenticeship Program established and marketed MMTA apprenticeship programs.
- In partnership with the Landing School trained industry journey workers as in-house trainers.
- In partnership with Coastal Enterprises Inc. established the NSAI Building Bridges program to train over 100 secondary level teachers about industry.
- In partnership with the Midcoast Business Development and Planning District implemented an Integrated Service Response approach to business and workforce members and provided cross training forums to integrated audience of economic development, education, small business development, industry, and workforce development.
- In partnership with Southern Maine Community College and the Maine Advanced Technology Center provided educator training programs, thereby establishing a cadre of adjunct faculty members from industry and academia.
- In partnership with the Maine Adult Education and regional industry members developed programs to train over 165 dislocated workers for industry positions.
- In partnership with the Maine Department of Economic and Community Development, MMTA and MCA created the Maine Marine/Composite Careers Website to apprise youth and educators of the many Career Pathways and Resources to assist in entering the industry and moving up the ladder.
- In partnership with MMTA, Maine Built Boats, the State Planning Office, and the State's Business Visitation Program conducted three industry survey programs and generated a comprehensive report on Maine's boat building industry.
- In partnership with the entire spectrum of partners developed policy to guide the training programs established by NSAI.

WORKFORCE PILLAR PERSPECTIVE

“When Maine was awarded the USDOL WIRED grant it provided our state with a unique opportunity to approach workforce development in new and innovative ways, particularly to implement workforce development in partnership with industry, education, economic and research and development partners across the state. Lifetime relationships and understanding have been forged between the partners involved in the work of this pillar. The level of involvement from all the major partners can be chalked up as a major achievement in itself.”

“It is with great satisfaction that I can firmly state that the NSAI Workforce Pillar met and probably exceeded its original work plan goals. In fact, we paved new ground in focusing workforce investment to support and strengthen a Maine industry cluster. Just prior to the global recession, NSAI was seeing significant job growth and unparalleled earnings increases. Advances in the way Maine's composite and boat manufacturers approached not only workforce development, but R&D, marketing, and utilization of new technology and processes has shored up many of these companies to better withstand the current economic decline. However despite some downturn related job losses, it is speculated the workforce skills attained during the four year NSAI project period will be transferred into new green energy markets in the manufacture of other composite products used in wind and other renewable energy sources.”

“I cannot close without giving heartfelt thanks to all the companies as well as the service, industry, workforce and education partners who worked so diligently to make the Workforce Pillar plan come to life; mostly I give kudos to the Workforce-Industry Liaisons who over the last four years laid the groundwork for integrated service approaches, created strategies, forms, flyers, posters, CDs, policy, and who addressed issues, resolved disputes and generally made small miracles happen on a day to day basis. The team has been one of the most creative and responsive group I have had the pleasure to work with. So thank you Darren, Paul, Michelle, Troy, Stacey, James, Jayda, Joe, and Scott for all your hard work and creative genius.”

Sincerely,

Ginny Carroll

NSAI PROGRAM MANAGER
Christina Sklarz-Libby, Special Assistant
Office of the Governor

Christina has over sixteen years of continuous service within Maine's economic and community development field. Prior experience includes positions in local, regional and state government counting transportation, business attraction and development and loan portfolio management. She has also worked in a variety of administrative and managerial positions in the banking, medical, and commercial insurance arena as well as served in the United States Coast Guard Extended Active Reserve. Christina holds a masters of science degree in Business Administration from Husson University.

Two positions at separate intervals supported the program manager. Early in the grant a shared position with the State Planning Office entitled **deputy program manager** was held by **Dr. Henry Renski**. As an economist Dr. Renski provided the analytical expertise necessary to translate and communicate the data being collected from the cluster back to the pillar managers in order that policies and programs could be crafted. In the third year of the grant the position was restructured into **program coordinator** and was held by **Joan Redmond** until the position funding terminated. Joan's people skills made her a good fit as a communicator with industry. Both Henry and Joan brought their individual experience and style to the grant while serving as invaluable associates to the program manager.

PROGRAM MANAGER GOAL

- To shepherd the NSAI grant to a successful conclusion while ensuring that the federal program requirements are met.

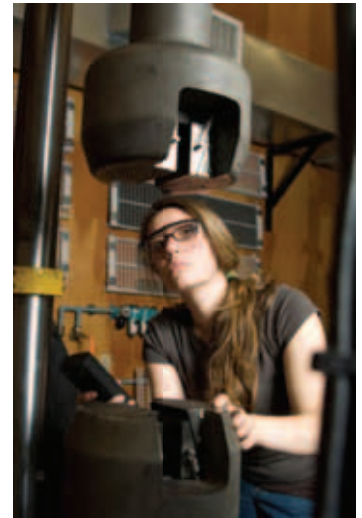
COMBINED ACHIEVEMENTS

- As guest speaker publicly presented the NSAI program to a variety of audiences including rotaries, chambers, student bodies, and conferences across the state.
- In conjunction with the Maine Marine Trades Association annual meetings, facilitated three annual training symposiums in order to present a variety of in-demand en masse training opportunities to the NSAI cluster.
- Established and maintained the "North Star News", the grant's electronic monthly newsletter which connects Maine government and the plethora of NSAI partners to the activities and successes being realized in the grant.
- Secured five access seats to the DecisionData GIS data base (formerly Workforce Innovation Technical Solutions) making these positions free of charge to the state's economic development districts and local workforce boards.
- Partnered with Maine's Center for Workforce Research & Information director to continue to support the obtainment and analysis of pertinent cluster data.
- Participated in nationally held quarterly conferences representing Maine's progress to date within the NSAI grant.

PROGRAM MANAGER PERSPECTIVE

"The past three plus years have provided me a wealth of opportunities to work with some of the best and brightest Maine citizens in both the public and private sector and I am honored that I was entrusted with this position. I continue to be deeply appreciative of the level of professionalism and dedication witnessed in my agency colleagues while profoundly respectful of the integrity and craftsmanship displayed by the NSAI companies. Through involvement with the NSAI grant all of us have had the occasion to begin, or continue, to move towards a more productive way of identifying and directing shared resources in order to build stronger regional economies in Maine. Going forward I believe this endeavor should continue to be our mutual priority." (CSLibby)

CLASSROOMS AND TRAINEES TAKE MANY FORMS





**Local Area 1
Workforce Investment Board
Aroostook/Washington Counties**

Partnerships for Sustainability

Dena Winslow, PhD, Executive Director

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Caribou, ME 04736

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The Local Area 1 Workforce Investment Board coordinates, develops, and maintains an effective and responsive system of programs and services that integrates economic development and workforce development in the region by targeting the needs of businesses and employers for a skilled workforce, with the training needs of the workers of the two counties for meaningful work designed to enhance their quality of life.

The Local Area 1 Workforce Investment Board provides services that match motivated, qualified individuals with accessible dignified work, providing opportunities for personal achievement and training where needed, and as an enhancement to economic development for the area.

“We were very fortunate to have Troy Alley, the NSAI liaison in Local Area 1, who had strong connections with the marine industry and composite industry. Troy designed a curriculum for The Boat School in Eastport in composites. In collaboration with the Career Centers, twenty unemployed and dislocated workers were given the opportunity to take the training at no cost to themselves with NSAI funding. This training has now become part of the regular full-time curriculum at The Boat School. The NSAI grant provided support to area businesses through training dislocated workers and other eligible participants in the composite and marine industry. This kind of support for economic development and human resource development in an area struggling economically has been extremely beneficial. We were very pleased to have been part of this important work.” (Dena Winslow)

**Workforce Investment Board
Central/Western Maine**

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As the local organization for America's long-overdue focus on more "user-friendly" and efficient employment services for both employers and people looking for jobs, the target of the Central/Western Maine WIB is to match demand and supply - to match employer needs (demand) with what the workforce can deliver (supply).

We are the primary coordinator for providing comprehensive, professional and timely workforce development services for job seekers and employers. Some of our key objectives: Coordinate local services with statewide objectives; Support and enhance employment and training services for the workforce; Improve and develop services for employers; Coordinate educational and training services; Partner with economic development organizations and services; Market workforce development resources, programs and facilities.

“Without the North Star Alliance model the LWIB would not have been able to focus on key industry sectors for effective economic development in Area III. We have used this opportunity to start developing a new model of business assistance and the Industry Liaison role has been very instructive on how to accomplish this. We are working closely with our industry and education partners to develop short-term and long-term training that is focused directly to the needs of industry. In addition, this new model requires a culture shift of business assistance staff and we are in the midst of accomplishing this shift. In addition, James Westhoff has worked hard to educate Career Center staff about the marine trades and composites industry, worked well with the MATC and MSTC to help people obtain training, and collaborated with colleagues to create career information resources for the industries. “ (Bryant Hoffman)



Michael T. Bourret, Executive Director

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Coastal Counties Workforce, Inc. (CCWI) serves as the point of contact for business and industry, facilitating communications regarding workforce needs in its six county region. The organization assesses regional business needs and aligns programs and services to meet those needs; thereby ensuring the availability of qualified workers and promoting coordination among business and the public sector. CCWI also implements a comprehensive workforce development system that adds value for job seekers, incumbent workers and employers. This includes promoting strategies to encourage life-long learning, improve workplace skills and assisting in the development of new training programs to benefit the region's workforce.

A shining star of cooperation between CCWI, the North Star Alliance Initiative and Southern Maine Community College is the creation of the Maine Advanced Composite Technology Center in Brunswick. This center is already providing training in the most advanced closed molded infusion process and will eventually provide laboratories for further education, product development, and testing. This training facility has provided composites and other advanced manufacturing technical training services for hundreds of students, many of whom were incumbent workers learning new skills, as well as to industry professionals and managers in a variety of integrated technology disciplines. Others learned entry-level skills germane to marine composites production, which established a pipeline of fundamentally skilled workers to meet an industry driven demand.

"The original Maine Advanced Technology Center grant leveraged important funds from NSAI which were used for the purchase of training equipment and to underwrite tuition cost for both new and incumbent workers in the composites industry. This was paramount in creating a successful composite program." (Michael Bourret)



Joanna Russell, Executive Director

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The Tri-County Workforce Investment Board directs the use of employment resources for the benefit of its citizens and current and future employers by nurturing partnerships, working in conjunction with local economic development initiatives, and being mindful of the needs of the local economy. The Tri-County Workforce Investment Board is a local organization dedicated to bringing together employers and employees in Penobscot, Hancock, and Piscataquis counties to promote a healthy economy in the region. The organization seeks to provide employees with access to sustainable employment, training and educational opportunities and to provide employers with a skilled workforce.

The role of the Tri-County Workforce Investment Board includes: Develop and submit to the Governor a local strategic workforce investment plan; oversee the administration of the one-stop delivery system within the area CareerCenters; conduct oversight with respect to local programs of youth activities, local employment and training activities for adults, and the one-stop delivery system; administer local performance measures; coordinate the workforce investment activities in the local area with economic development strategies and other employer linkages; promote the participation of private sector employers in the workforce investment system.

"The Tri County Workforce Investment Board and Eastern Maine Development Corporation have been able to grow partnerships and increase communications and resources through the North Star Alliance Initiative. Our ability to work collaboratively with the marine trades industry has helped set a new direction for our workforce system. We have engaged the educational system in a stronger and more effective way as a result and continue to maximize the benefits in our region." (Joanna Russell)



Maine Built Boats
Jane Wellehan, President
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Our Mission: Maine Built Boats is dedicated to strengthening and growing Maine's boat building and marine trades industry. We work to promote Maine as a worldwide leader in boat building quality, technology, and craftsmanship through traditional and non-traditional media and public relations. By increasing awareness of Maine's boatbuilding prowess, we believe that more people around the US and world will look to Maine to build, restore, and service their boats, be they recreational or commercial.

MBB, a 501(c) (6) non-profit organization, was established in 2005 to strengthen and expand Maine's boat building industry. It began as a grass roots joint marketing effort between 12 boatbuilders, and has grown to incorporate over 60 boat builders, boat yards, and affiliated marine trades companies.

MBB serves its members by providing marketing and public relations support to all companies. We update our website with member news and events weekly; we communicate with the press, the marine industry and interested people through a monthly newsletter. We exhibit at boat shows, providing an affordable way for small companies to expand their market reach. We teach people how to improve their own marketing efforts at our annual Marketing

Statement on Maine's North Star Alliance Initiative:

"North Star helped Maine Built Boats achieve its vision of a unified, affordable way to market Maine's Boatbuilding and Marine Industry. Combined financial support from both the Maine Department of Economic and Community Development and the North Star grant allowed us to develop a brand strategy that serves as a uniting voice for Maine's State of the Art boatbuilding industry, while still respecting Maine's 400 year old boatbuilding tradition, as well as helped develop a unique website, images and a documentary film that will continue to promote Maine long after North Star ends. The spirit of cooperation that has been built between Maine's marine businesses through the development of these projects will continue to drive Maine's Boatbuilding/Marine Industry forward." (Jane Wellehan)



Don't look at the spec sheet, just answer from your heart.
 Is this the boat you dream about?
 Is the craftsmanship flawless? Are the lines authentic and true?
 Does it embody centuries of maritime tradition?
 Would you be proud to stand on her deck?
 Or to put it another way...

www.mainebuiltboats.com





Stephen Von Vogt, Executive Director

Paul Williamson, Special Projects and Maine Wind Industry Initiative

PO Box 15087 • Portland, ME 04112

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pwilliamson@mainecompositesalliance.org
www.mainecompositesalliance.org

Our Mission: The Maine Composites Alliance promotes the strength and well-being of the Maine composites industry.

- The MCA provides information and guidance to align applied R&D with the needs of the composite industry.
- The MCA is a market development resource focused on growing the breadth and depth of the Maine composite industry.
- The MCA communicates the needs of the industry to educational providers, and provides specialized education to support the industry.
- The MCA acts as an information resource to support economic policy and development as it affects the composites industry.



The Maine Composites Alliance was incorporated as a 501(c) 3 non-profit educational organization in 1999. MCA has led a major diversification effort on behalf of the composites industry leading Maine composite companies into new markets and products ranging from high speed craft to bridges and

medical device components and wind turbine components. MCA serves as the conduit for Maine's composite industry needs to applied research and development and advanced workforce training and development.



Statement on Maine's North Star Alliance Initiative: "North Star has helped Maine's composite industry radically raise the bar on our ability to compete in new markets and new manufacturing processes. Maine composites companies now compete utilizing training and workforce skills brought to the industry by North Star in new markets and new products. The best legacy has been the heightened awareness and cooperative relationships formed within our industry and with our partners in education, research and development and government. Maine's expertise in composites has been discovered, greatly enhanced and is being utilized to compete in the global economy in hundreds of new ways." (Steve Von Vogt)



Maine Marine Trades Association
Susan Swanton, Executive Director
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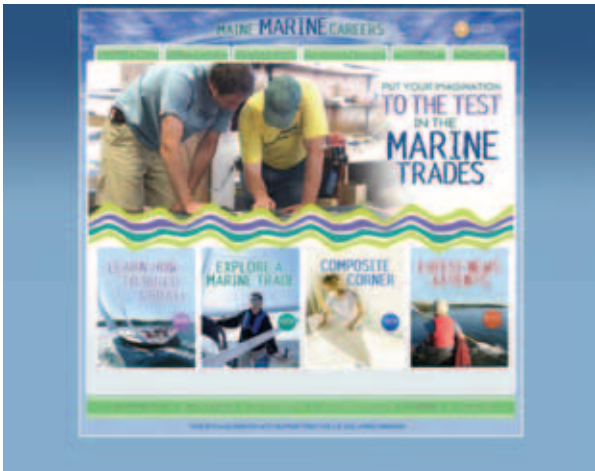
www.mainemarinetrades.com

Our Mission: The Maine Marine Trades Association promotes growth, prosperity and cooperation within Maine's marine industry by supporting education/training leading to and furthering careers in the marine trades and promoting environmental and health and safety best practices. MMTA is proud to sponsor the **Marine Systems Training Center** and the **Maine Clean Boatyards & Marinas Program**.

The Maine Marine Trades Association was incorporated as a not-for-profit trade association in 1966. In its early years the Association was run completely by volunteers. Today - more than 40 years from our creation - that tradition of strong volunteer participation continues with support and guidance provided by an all-volunteer Board of Directors. The Association is served by a small professional staff that includes a full time Executive Director, an Office Administrator, an Industry/Education Liaison and the Director of the Marine Systems Training Center.

MMTA serves its members by providing quality programs and services including education and training focused on workplace safety, environmental compliance and technical training. Our Annual Conference & Business Meeting serves as a major training and networking event for the membership and Regional Meetings provide members with face to face access to the Board and Staff and additional peer to peer networking in a less formal setting.

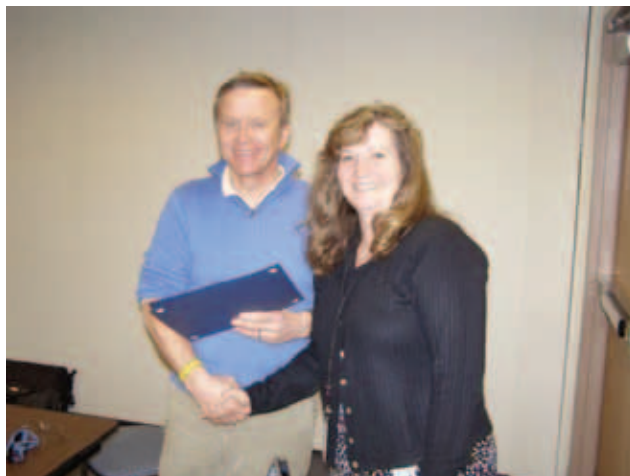
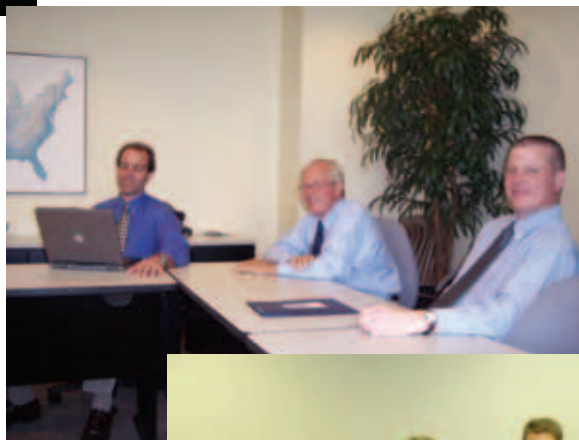
MMTA provides a powerful voice in advocating for the industry with State and Federal regulatory agencies and the legislature. We believe strongly that working with government can and does provide positive outcomes for our members, our employees, our customers, our communities and the State of Maine.

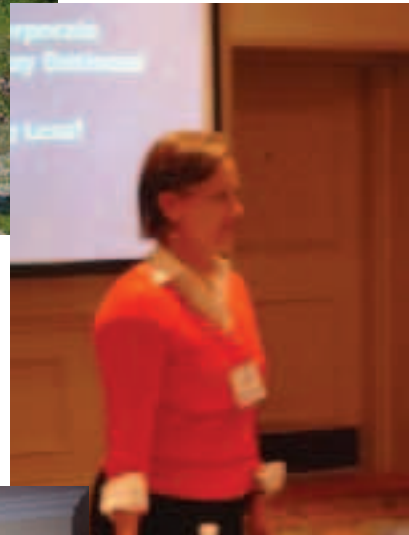


Statement on Maine's North Star Alliance Initiative: "North Star has been an incredible gift to our industry and our Association. For all the work, all the trials and tribulations associated with an effort of this magnitude I cannot think of a single effort that would have done so much for us in such a short period of time. As a result of this grant MMTA has been able to improve services to its members, create programming that was long-desired but beyond our reach financially (Owner/Operator College and Launch a Career campaign) and has worked with partners to create the Marine Systems Training Center. The Center, the OOC and the career campaign will be the most obvious legacies of the grant – but of equal importance will be the new relationships that we have formed and the established

relationships that we have enhanced by our participation in North Star. I am truly grateful for the opportunities provided, the services offered to our members and the long overdue recognition that Maine's boatbuilding, marine trades and composites industry is a driving force for Maine's economy." (Susan Swanton)

MANY MEETINGS GREW A VALUABLE NETWORK







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The Landing School's mission is to effectively prepare men and women for careers in the marine industry as practical designers, builders and systems technicians who work professionally on today's vessels, adapt to the industry's evolving technology and appreciate the traditions of the past. The Landing School offers full-time programs of education in Wooden Boat Building, Wood Composite Boat Building, Composite Boat Building, Yacht Design and Marine Systems.

The School serves the marine industry by providing skilled employees who design, build and repair boats with the highest standards of quality. Accordingly, The Landing School receives generous support and direction from the industry in curriculum design and program implementation. Noted industry leaders regularly lecture at The School and evaluate student work.

Education from The Landing School reinforces and preserves traditional design and construction methods while advancing the boatbuilding art through the integration of modern techniques and contemporary materials. The marine industry values this unique training and has lauded The Landing School internationally with a reputation for graduates of exceptional quality. The School is considered by many leaders in the marine industry to be unequalled in its training.

The Landing School is a 31-year-old institution that blends modern yacht design, boatbuilding and marine systems technology under one roof. The School bridges the gap between theory and practice to provide graduates with the skills and understanding necessary for current employment opportunities and future career growth potential.



Statement on Maine's North Star Alliance Initiative:

The NSAI grant provided generous scholarships to many Maine students that allowed them to attend The Landing School, earn diplomas and begin careers in the marine industry. The grant specifically benefited The School's most recently launched program, Composites Boat Building, which was able to purchase testing equipment that enhanced the education in the program. The Landing School also has a Continuing Education branch that provides technical workshops to current marine professionals who are advancing in their careers. The NSAI grant funded many Continuing Education workshops for Maine marine professionals who were able to acquire new skills to use in their current professional positions. With the completion of the NSAI grant, The Landing School will continue to provide its renowned marine education with the enhanced curriculum and additional equipment that were established with funds from the NSAI.



The Boat School - Husson University

Bob Turcotte, Director TurcotteR@Husson.edu

Caryn Vinson, Office Administrator VinsonC@Husson.edu

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<http://studentweb.nescom.edu/~boatschool/>

The Boat School is America's oldest boat building school and Maine's most affordable and comprehensive marine trades training program. The well equipped campus is located directly on the ocean in historic Eastport, Maine. The Boat School is fully accredited and offers one and two year certificate & diploma programs in Boat Building and Composites Technology. Graduates are qualified for the following positions: Boatbuilding (Wood & Composite), Marine Joiner, Mold Maker, Lofting Technician, Marina Technician, Composite Technician, Hull Surveyor Assistant, Systems Installer, Job Estimator, Boat Repairer, Shipwright, Service Manager, Yard Manager, Straddle Lift Operator, Cabinetry Technician, Fiberglass Boat Repair Technician, Marine Painter and Marine Mechanical System Technician.

The Boat School also offers professional development training for workers in Maine's marine trades. These include one, two and three day programs that cover topics such as Marine Painting, ACMA Composite Technician Certification, Straddle Lift & Marine Fork Lift Operations and Safety Training, Rigging, Engine Alignment and ShopBot CNC Training. Week-long summer programs are also offered.

The NSAI grant assistance has had a significant and long lasting impact on The Boat School's ability to deliver marine education services to marine industry employers and their employees as well as the traditional student population. The NSAI grant allowed for program improvement in several important ways including developing and expanding curriculum offerings to: address current industry needs for existing workers; to address future industry needs with traditional students; and, to address current industry needs by retraining unemployed Maine workers for marine trades' careers.

Statement on Maine's North Star Alliance

Initiative: "The NASI funding has played a role in our school being able to successfully pursue and obtain a partnership with ABYC to provide improved and expanded offerings of increased industry value. The staff of The Boat School has visited over 50 marine service businesses, polling their needs and utilizing the information as a basis for programmatic design. The visits were all coordinated by NSAI. Overall without the funds and support of the good folks at NSAI we would not have been able to accomplish much of what we have to date. The collaboration and partnerships will be long serving and beneficial to the entire industry." (Bob Turcotte)



**Marine Systems Training Center (MSTC)****Minda McVetty, Director****60 Main Street****Thomaston, ME 04861****207-354-8803**minda@marinesystemstraining.comwww.marinesystemstraining.com

Mission: The Marine Systems Training Center will provide the highest quality training in marine systems and related programs in the State of Maine thereby enhancing Maine's worldwide reputation for excellence in building, refitting and servicing boats.

The Center was created with funding from The Workforce Development and Capitalization Pillars of Maine's North Star Alliance Initiative. Members of the marine trades industry have been involved at every step of the way and continuing industry support and participation are a key component to future success. Eastern Maine Development Corporation and the Maine Marine Trades Association were the original partners on the project and in 2009 MMTA officially added the MSTC as a permanent program of the Association by taking on full responsibility for operating the Center beyond the life of North Star.



With the advancement of technology and the ever increasing complexity of the systems involved in propulsion, heating and cooling, electrical and electronics components used in modern watercraft it is obvious that the Center's focus on continuing training for incumbent workers is important to the industry. This focus on people who are already working in the industry is unique and ensures that Maine companies will have opportunities to continually upgrade the skills of their workforce in a convenient and affordable manner. Additionally, individuals who are seeking a change in careers from other industries that utilize similar skill sets can take advantage of programming offered at the MSTC.

The ability to attract top-notch education and training providers – such as the American Boat and Yacht Council (ABYC) and the Landing School, as well as OEM (original equipment manufacturers) trainers to the Center has allowed the industry's incumbent workers to advance their training and careers while saving them and their employer's precious time and expense due to travel and lost production time.

In its first year of operation the MSTC provided training for 250 participants from 60 Maine companies, leading to the attainment of 150 industry-recognized certifications. The Center is also experiencing an increased interest in courses that are being offered at the Center from people throughout New England and beyond. A special ABYC train the trainer program for educators drew teachers from Maine, New, Jersey, Connecticut, Rhode Island and Washington State.

“As the Marine Systems Training Center continues to broaden its offerings and develop new and meaningful partnerships with industry and training providers we look to emerging industries that show promise for Maine. We look forward to collaborations involving the offshore wind and tidal energy industry where we see obvious and natural compatibility.” (Susan Swanton)



Where Innovation Meets Education

Maine Advanced Technology Center (MATC)

Debra Mattson, Director

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Southern Maine Community College's Maine Advanced Technology Center develops and implements training that support the workforce needs of advanced manufacturing companies and those that utilize advanced composites materials and other integrated manufacturing processes. MATC is a result of a US DOL Community-Based Job Training Grant to build the capacity of the community colleges to train workers in the skills required to succeed in high-growth, high-demand industries. The North Star Alliance Initiative was instrumental in the development of MATC programming, tuition assistance, and capacity building. NSAI funds helped MATC develop its innovative curriculum focusing on the needs of the composites industry.

NSAI funding for tuition has led to partnerships with the Career Centers and Goodwill Industries as MATC works to train dislocated workers. MATC and the Maine Composite Alliance will provide training to help career counselors identify potential candidates for employment in the composites industry.

MATC and the Maine Composite Alliance are also currently working collaboratively to create a Composite Apprenticeship Program. Members of the composite industry are providing valuable input into the structure of this program, which will link the industry association with Southern Maine Community College.

MATC is currently working to increase the number of high schools around the state that include composites education as part of their programming, either as part of an engineering class or a Career and Technical Education (CTE) program. By providing meeting sites, tours, and demonstrations for groups such as Building Bridges and the Technical Industrial & Manufacturing Educators, MATC expands the teachers' ability to guide students in career selection. NSAI funding has increased relationship building with K-12 educators by providing training dollars for instruction and program development—determining the needs of instructors and developing programs to address these needs.

By allowing MATC to provide quality training designed to move the industry forward, NSAI has increased capacity at MATC that will exist long after the grant ends.

By Sept 30, 2009, MATC will have trained a total of 623 students as follows:

- 50 ACMA Certified Composites Technicians
- 288 Closed Mold Technology
- 36 Shop Floor Safety/OSHA
- 127 Introduction to Composites
- 20 Composite Instructor Training
- 102 Industry Related Training

Projections for fall 2009 include another 130 to 150 students, for an expected total of at least 750 students over the 3-year period, 2007-2009.



“GRPguru” was created in 2000 by a group of experienced composites professionals, with the goal to transition the composites industry to closed molding. The GRPguru group has since trained over 5,000 composites technicians in the US and worldwide. Andre Cocquyt, President of ACSM, Inc., DBA GRPguru.com, approached the town of Brunswick in 2005 to move the private GRPguru training school from Stuart, Florida to Brunswick. The timing was right: the goals of GRPguru.com lined up with the USDOL WIRED/NSAI grant and the CBJTG grant, resulting in the creation of the Maine Advanced Composites Center (MATC) in Brunswick. Over 250 Maine composites technicians and engineers have attended the GRPguru courses at the MATC and in private sessions. Along with the Town of Brunswick, the GRPguru team co-sponsored the official opening of the MATC Center in June 2007, at which point the daily management of the Center was handed over to Southern Maine Community College. Andre continued to teach at the Center and trained a group of instructors to take over the course program. In addition in 2007, he accepted a one-year role as a Senior Research Associate at the University of Maine Orono to help train the staff at the AEWCA Advanced Structures and Composites Center in closed molding techniques and provide guidance on ongoing projects; he also introduced the AEWCA to the Wind Energy sector by bringing General Electric to the AEWCA.

Under the grant, Andre completed a series of curriculum developments, including the CCT-VIP curriculum for the American Composites Manufacturers Association. He continues to work with Maine composites manufacturers and assist MATC’s composites program development. He is a member of the MATC Advisory Board and the Maine Technology Institute Tech Board. He recently joined the Maine Composites Alliance to remain active in the development of the Maine composites industry. High profile projects supported by GRPguru, such as the Mako MKV at Hodgdon Yachts and the Kenway Corrosion Innovation Award at Composites 2009 have helped to put Maine on the map.

“None of this would have been possible without the strong support of the NSAI team and the town of Brunswick. We want to thank the NSAI management and all the dedicated Maine professionals for their enduring support in making Maine a stronger resource for composites manufacturing and R&D.” (A. Cocquyt)

Andre Cocquyt, President, GRPguru.com, 49 Pleasant Street, Brunswick ME 04011, 207 522 5646

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Left to right: some GRPguru team members: Tom Hannah, C1 Closed Molding Support Mgr; Russell Elkin, Alcan Structural Engineer and Core Materials Expert; Jason Gibson, C1 Tech Services Mgr; Lydia Cocquyt, ACSM Admin Mgr; Ann Jackson, Endurance Epoxy Resins Mgr; Andre Cocquyt, President; Eddie Lane, OCV Fabrics Engineer.



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The American Boat & Yacht Council (ABYC) was established in 1954 and is a membership-based (currently 4,000 marine industry members worldwide) not-for-profit organization that develops consensus-based marine industry standards for the design, construction, equipage, maintenance and repair of small craft. ABYC standards form the backbone of the National Marine Manufacturers (NMMA) Boat & Yacht Certification Program. These and other ABYC programs have evolved into a viable and preferable alternative to mandatory government regulation of the marine industry.

ABYC's eight technical workforce certifications are accredited by the National Occupational Career Testing Institute and have graduated over 3,500 certified technicians. The organization has also provided instruction to industry leaders through its distance learning affiliate Westlawn Institute of Marine Technology and serves on the National Judges board and is a test contributor to the Marine concentration of SkillsUSA. ABYC is also a developer and provider of both national secondary school marine curriculum guidelines and a complete national post-secondary school program.

In October 2008 ABYC formally announced the establishment of the Marine League of Schools as a new educational initiative for the marine industry. The League of Schools will consist of a select 8 to 10 schools within the US who are all affiliated with ABYC through a common standards and system-based curriculum and commitment to quality technical marine workforce education and training. As of September 2009 4 schools have been identified including The Eastport campus of The Boat School.

"By far the NSAI grant's greatest contribution to ABYC, as well as to the entire marine industry is that it enables state government to coordinate in providing both the incumbent work force and others entering the marine industry the opportunity to receive the best possible industry endorsed training, education and workforce certifications. The NSAI grant process has directly enhanced ABYC's ability to work closely with participating state and local agencies, entities and educational institutions to deliver the best possible standards-based technical training and education regionalized to have the greatest impact and utility for the local marine industry and their respective workforce." (Skip Burdon)



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The American Composites Manufacturers Association (ACMA) is the world's largest trade association serving the composites industry. It was formed thirty years ago to provide education and support to composite manufacturers. Today, its more than 850 members include manufacturers, suppliers, distributors, consultants, academics, and many others with an interest in the composites market. As the voice of the composites industry, ACMA is instrumental in regulatory compliance and formulation, education, training and market development. ACMA operates numerous divisions, alliances and councils. It also runs the Certified Composites Technician (CCT) program, produces COMPOSITES, THE Composites Exhibition and Convention, and publishes *Composites Manufacturing* magazine.

ACMA's Director of Education Larry Cox, oversees the association's Certified Composites Technician (CCT) program. He has worked in close partnership with Southern Maine Community College and Andre Cocquyt, president of ASCM, Inc. to support the curriculum development for the Closed Molding Technology curriculum. As the ACMA representative, Larry reviewed the draft curriculum for conformity to the CCT format, and provided input on the subject matter. He led the peer review committee that reviewed and vetted the curriculum as developed, a necessary and required phase of certification. Through the efforts of SMCC, MATC, ASCM and Larry Cox, the CCT: VIP certification program was developed, with the MATC now serving as a certification center for ACMA's CCT program.

"The State of Maine and the NSAI grant have provided ACMA the opportunity to work within its composites cluster to expand ACMA's CCT program to include the first of several "closed molding" certification programs. The support from the Maine composites community and NSAI was crucial in developing this next generation of ACMA certifications and in expanding the industry's growing need for a well-trained workforce." (Larry Cox)



In addition to the partners listed in the body of this brochure, NSAI also wishes to acknowledge the following individuals who brought their enthusiasm, talents, and expertise to the table, if not consistently whenever possible during the life of the grant. (Any omissions are not intentional.)

Barry Acker, President Landing School, MATC Advisory Board, NSAI Workforce Pillar Advisory Board
Thomas H. “Tom” Allen, President & CEO, Association of American Publishers, former (D) US House of Representatives, Maine First Congressional District, NSAI initial grant supporter
Thomas J. Allen, President, Kittery Point Yacht Yard, NSAI Workforce Pillar Advisory Board
Troy Alley, NSAI Field Liaison, LA1, Workforce Pillar Advisory Board
Mel Arsenault, Assistant to the Commissioner, Maine Department of Labor, NSAI Workforce Development Pillar and (former) NSAI Steering Committee
Michael Aube, Executive Director, Eastern Maine Development Corporation
Douglas A. Averill, Director of Systems and Support Services, Department of Administrative and Financial Services
Christa Baade, Targeted Opportunities, Program Developer, Coastal Counties Inc., NSAI Workforce Advisory Board
Governor John E. Baldacci (D), State of Maine, USDOL WIRED grant applicant and continuing NSAI supporter
Peaches Bass, Labor Program Specialist, Maine Department of Labor, NSAI Workforce Pillar Advisory Board
William H. Beardsley, PhD, President, Husson University
Anita Bernhardt, State Science & Technology Specialist, Department of Education, NSAI Workforce Pillar Advisory Board
Betsy Biemann, Executive Director, Maine Technology Institute, NSAI Steering Committee, NSAI Research & Development, Capitalization & Infrastructure Pillar Advisory Boards
Bret Blanchard, (former) Senior Instructor, The Boat School – Husson University
Lance Boucher, Director of Recovery Initiatives, Department of Administrative and Financial Services, (former) NSAI Steering & Executive Committees
Pat Boucher, (former) Workforce Pillar Advisory Board
Steve Bunnell, Bunnell Marine, NSAI Workforce Pillar Advisory Board
Neil Cambridge, Managing Director, Comparison North America
Beth Campbell, Dean, Business and Community Partnership Division, Southern Maine Community College, NSAI Executive Committee, NSAI Workforce Pillar Advisory Board, MATC Advisory Board
Jack Cashman, Commissioner, Maine Public Utilities Commission, (former) NSAI Executive Committee
William Cassidy, President, Washington County Community College, (former) NSAI Steering Committee, NSAI Workforce Pillar Advisory Board
Lydia Cocquyt, ACSM, Inc. Administrative Manager, NSAI Workforce Pillar special advisor
Deborah Cole, Commercial Loan Officer, Finance Authority of Maine, (former) NSAI Capitalization & Infrastructure Pillar Advisory Board
Susan Collins (R), Maine U.S. Senator, NSAI initial grant supporter and continuing NSAI promoter
Scott Conrad, Co-owner, Six River Marine
Deborah Cook, Cook Consulting, Program Coordinator to the Market/Business Development Pillar
Leighton Cooney, Governor’s Readjustment Liaison, NSAI Steering & Executive Committees
Lisa Cunliffe, Business Manager, Maine State Planning Office
Cyndy Cygan, Morse High School, NSAI Workforce Pillar Advisory Board
Habib Dagher, PhD, Director, AEWAC Advanced Structures and Composites Center, University of Maine Orono, NSAI Research & Development Pillar Advisory Board
Brian Dancause, Business Development and Support Specialist, Town of Brunswick, (former) NSAI Capitalization & Infrastructure Advisory Board
Jonathan Daniels, (former) NSAI Capitalization & Infrastructure Pillar Advisory Board
Sally Davis, Statewide Workforce Development Program Manager, Women Work & Community, NSAI Workforce Pillar Advisory Board
Yvonne Davis (retired) Department of Education, (former) NSAI Workforce Pillar Advisory Board
Ron DeFoe, Environmental Health & Facilities Manager, Lyman Morse Boatbuilding Co., NSAI Workforce Pillar Advisory Board
Sally DelGreco, President, DelGreco Strategic Partners, NSAI Workforce Pillar Advisory Board

Philip A Dionne, General Construction, Chairman, Maine Jobs Council, Vice Chair Maine Apprentice Committee, Jobs for Maine Graduates, Vice President National Association State Workforce Board Chairs, NSAI Steering & Executive Committees

John Dorrer, Director, Center for Workforce Research & Information, MDOL, NSAI Steering & Executive Committees & Workforce Pillar Advisory Board

Lora Downing, Education Specialist, Department of Education, NSAI Workforce Pillar Advisory Board

Waneta Drew, Commissioner's Assistant, Maine Department of Economic and Community Development

Steve Duval, Division Director, Policy & Evaluation, Bureau of Employment Standards, NSAI Workforce Pillar Advisory Board, (former) NSAI Steering Committee

Gail Dyer, Governors Training Initiative, Maine Department of Labor, NSAI Workforce Pillar Advisory Board

Mathew E. Eddy, Consultant Services, Eaton Peabody, (former) NSAI Steering Committee, (former) MATC and Capitalization & Infrastructure Pillar Advisory Boards

Deborah Elliott, Business Development Specialist, Maine Department of Economic and Community Development

Gene Ellis, State Director Apprenticeship Program, Maine Department of Labor, NSAI Workforce Pillar Advisory Board

Charlie Emmons, Senior Commercial Loan Officer, Finance Authority of Maine, NSAI Capitalization & Infrastructure Pillar

Tina Erskine, Washington County Community College, (former) NSAI Workforce Pillar Advisory Board

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